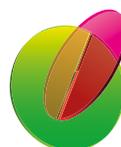




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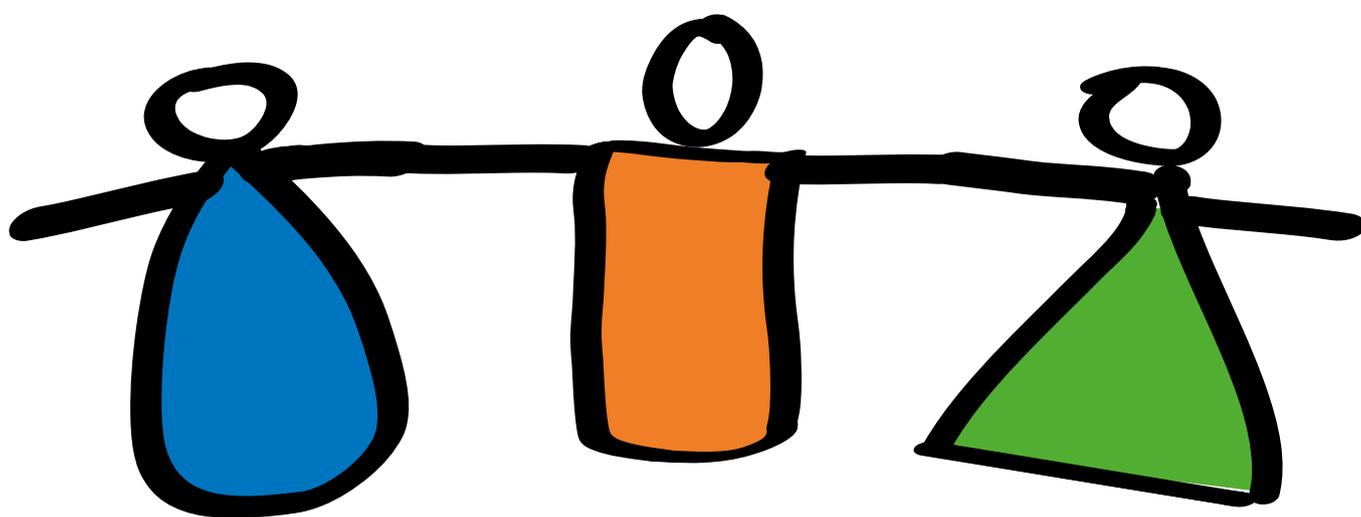
*Liberté
Égalité
Fraternité*



cirad

AGRICULTURAL RESEARCH
FOR DEVELOPMENT

CIRAD is committed
to gender equality
in the workplace



Gender
SMART 

Action plan
2020 - 2023

Foreword

Michel Eddi, President Managing Director of CIRAD

The condition of women in our societies – particularly in the workplace – has become a crucial social, cultural and economic issue. Tackling inequality at work, the age-old practices and mentalities that discriminate against women, should mobilize us on a daily basis.

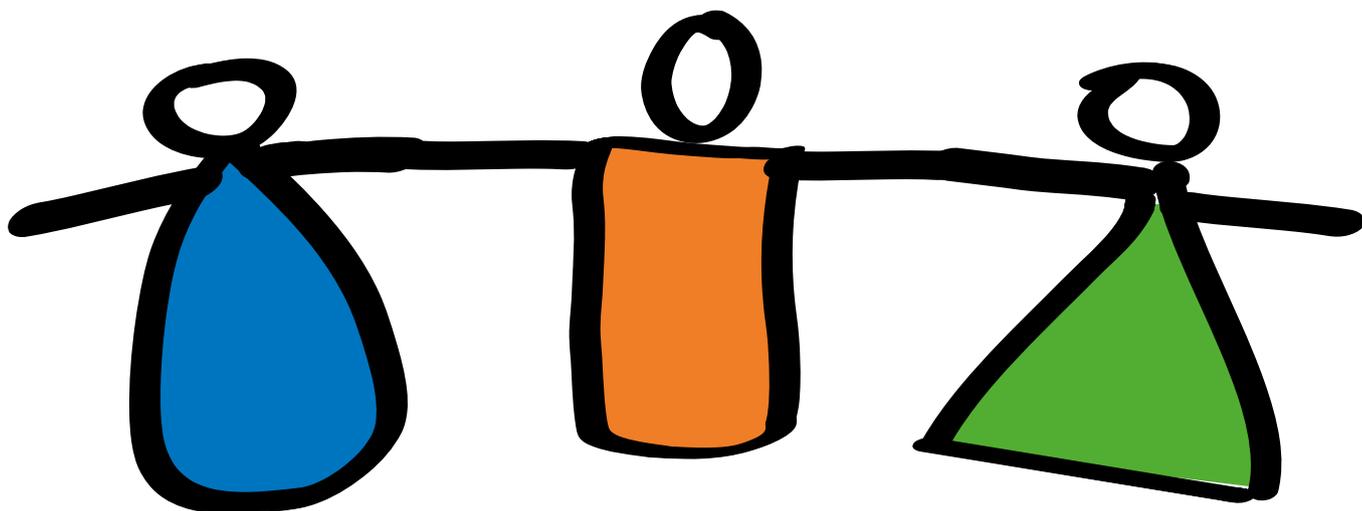
At CIRAD, we are convinced that the under-representation of women in managerial positions and the constraints they face during their career not only limit their personal development, but are a limiting factor in terms of social cohesion. They also affect the organization's collective performance and the quality of our research. We are depriving ourselves of potential talents, skills and intelligence! While progress has been made in some fields – as shown by the increase in the number of female senior researchers who have been recruited – CIRAD is still a world largely run by men at all levels.

The current French government has made gender equality the worthy cause of its five-year term. It is encouraging all public establishments to adopt ambitious gender equality strategies. The aim is to move on from official equality to genuine equality. We have been working on these issues for several years now and are convinced that we can and we must do more for a cultural and political struggle that concerns each one of us, both men and women. At the end of 2017, the general management and social partners signed a corporate agreement on gender equality in the workplace. This turning point

was followed by other structural institutional commitments, such as appointing an officer for gender equality in June 2018, integrating a gender dimension into our scientific and partnership strategy, and launching the EU Gender-SMART project in January 2019.

Within the framework of this project, CIRAD general management, staff and their representatives have worked together to draw up the present action plan. In order to put our commitments into action, the institution has identified specific tasks in different fields, allocated a budget and resources, and established a calendar up to 2023. In doing so, it is renewing a practical, assertive, global corporate policy for gender equality in the workplace that concerns recruitment and all the different career stages. In addition, it goes a step further, by integrating gender issues into its scientific and partnership strategy. With regard to our partnerships in the global South, it is urgent to take into account women's needs, interests and constraints in order to make our research work more pertinent.

Today, I invite each of you to put this action plan into practice, at your level, on a daily basis. Together, we can open up new possibilities and change attitudes for the benefit of the women and men that are CIRAD's most valuable resource. Both within CIRAD and with our partners, we must now share and foster a gender equality culture on a practical level. Let us rise to the challenge.



The action plan

An ambitious plan to move on from commitments to concrete actions with long-lasting impact

CIRAD is steadily tackling the complex, cross-cutting issue of gender equality. This is demonstrated by recent initiatives that fit into a broader social responsibility strategy.

CIRAD has based its action plan for gender equality in the workplace on the orientations of a corporate agreement signed in 2017 and an assessment conducted within the framework of the Gender-SMART project in 2019. CIRAD's action plan, the Gender Equality Plan

(GEP), intends to include gender equality issues in CIRAD's overall way of working.

Launched in January 2020, the plan centres on three pillars. Each pillar is organized around specific themes and broken down into the institution's objectives and commitments. The goals will be achieved through a range of actions, including analysis, awareness raising, training, and the development of tools and support measures.

PILLAR 1

Integrating gender equality into the organization's governance and internal operation

- Building a gender equality culture within the organization
- Ensuring equality in recruitment and employment
- Guaranteeing career equality
- Fostering work-life balance

PILLAR 2

Including gender issues in the scientific and partnership strategy

- Including gender issues in the scientific strategy
- Including gender issues in the partnership strategy

PILLAR 3

Promoting CIRAD's work on gender equality issues

- Communicating beyond CIRAD on gender equality within the organization



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Specific targets and actions on the themes in each pillar

The text below sets out the objectives and corresponding actions, which reflect our target situation.



PILLAR 1 • Integrating gender equality into the organization's governance and internal operations

Theme 1 • Building a gender equality culture within the organization

CIRAD has undertaken to build a work environment that guarantees gender equality while taking account of gender-specific requirements. This target was prompted by the very obvious existence of gender-related stereotypes and subsequent forms of bias within the organization's operations.

Target 1 • Professional equality in daily life

A value charter setting out what constitutes inclusive behaviours has been drafted and is being promoted among CIRAD staff members. To foster inclusive, non-stereotyped communication, a handbook suggests adopting graphic and editorial rules such as using words that do not vary according to gender, and ensuring that men and women are equally represented in pictorial materials.

To raise awareness, various internal communication tools and events are used: a dedicated website, a cycle of "Let's talk gender" conferences, the publication of video portraits of men and women from scientific and support professions, etc.

Target 2 • A strong commitment from management

Managers have a key role to play in changing attitudes in terms of gender equality. An inclusive management handbook is being drafted and disseminated to ensure that the concept is taken on board in day-to-day team management. A middle-management network is being established to create a discussion forum and pinpoint specific support and training requirements.

Target 3 • A sustainable gender equality policy

CIRAD has built a strategy of workplace equality. Its institutional documents explicitly refer to this policy. Gender equality officers have been appointed in the various research units and/or on its sites. Human and financial resources have been allocated to ensure that the action plan has long-lasting results.

Target 4 • No gender-based discrimination or violence

A watch, listening and warning facility has been set up to tackle sex discrimination, sexual harassment and gender-based violence. Cases are recorded and processed and appropriate steps taken.

Target 5 • Raising awareness of stereotypes and unconscious bias

Training courses and discussion workshops are offered regularly at CIRAD. They help to break down stereotypes and individual and institutional bias, which fuel discrimination.

Theme 2 • Ensuring equality in recruitment and employment

CIRAD has committed to introduce inclusive recruitment and employment procedures. The assessment revealed that many professions are not truly gender-balanced (a situation is classed as gender-balanced when each gender accounts for between 40 and 60% of the whole). Overall, scientific professions are marked by a shortage of women, while the opposite is true for research support professions.

Target 1 • Inclusive, unbiased recruitment processes

The organization's recruitment processes are being analysed to identify potential bias and take appropriate corrective measures. Awareness-raising tools are being adopted, such as showing videos about discrimination at the start of every recruitment operation. Parity (equal numbers of men and women), and the systematic use of interview and evaluation grids are encouraged within recruitment panels. Non-balanced panels must be warranted and remain the exception.

Target 2 • Gender balance in every profession

Through its involvement in numerous student forums and employment networks, CIRAD is continuing to build and consolidate diversity (age, gender, nationality, skills). In the event of two candidates having equal qualifications, preference will be given to the person whose gender is under-represented in their field. Recruiters are given recommendations for drafting gender-inclusive job specifications and made aware of the importance of using non-discriminatory language in job advertisements.

Theme 3 • Guaranteeing career equality

CIRAD undertakes to support careers more effectively, to enable women as much as men to access every level of responsibility within the organization, and to foster geographical mobility.

Target 1 • Inclusive, unbiased internal mobility processes

As with external recruitment, an analysis of internal mobility processes has been conducted, discriminatory factors identified, and career advisors made aware of gender stereotypes and bias. Internal mobility panels at CIRAD are gender-balanced and transparent in terms of the criteria used to assess candidates. Career management tools are being modernized (job and skill mapping, visualization of mobility pathways). Transparency in terms of job vacancies and appointments is being improved, and direct appointments to posts that have not been advertised must be justified to management.

Target 2 • Gender balance in every profession

In the event of two candidates having equal qualifications, internal mobility processes favour the person whose gender is under-represented in their field, paying special attention to activities with a substantial gender imbalance.

Target 3 • Encouraging women to be more geographically mobile

According to the assessment, factors relating to motherhood and family responsibilities are an obstacle to women's geographical mobility. The specific needs of men and women on overseas postings have been analysed, and procedures and conditions are being adjusted. The situation of spouses or partners must be considered (funding for training, job search support), along with the obstacles to expatriation for couples and families.

Target 4 • Equal access to managerial positions

The assessment revealed that management posts perpetuate certain gender stereotypes. Support measures are being put in place to make these positions more attractive, with training, experience sharing with external experts, and the introduction of a mentoring system. The impact of ensuring a transparent appointments process, with the systematic publication of all such vacancies, is being analysed and adapted where necessary.

Target 5 • Gender balance within representative and decision-making bodies

Following an inventory of the organization's representative and decision-making bodies, measures have been introduced to ensure parity.

Target 6 • Helping women plan their careers

Gender-balanced promotion boards are now in place, with a reminder at the start of each session of good practice in terms of non-discrimination. Available training courses (costs and duration) are fairly allocated between men and women.

Target 7 • Equal pay

Pay gaps and other forms of career inequality between men and women have been identified and are being monitored. Corrective steps are taken (promotions) when it is clear that these gaps are solely the result of gender bias.

Theme 4 • Fostering work-life balance

CIRAD is launching a debate on work organization, to adapt to employees' requirements and legislative changes and foster a better work-life balance.

Target 1 • Reconciling work and home life

A "time charter" has been drafted to guarantee the right to disconnect, and regulates the use of digital tools. There is also a set of rules for organizing meetings (to be planned in advance and during working hours) and business travel. The impact of teleworking on gender equality is being analysed and taken into account in new work rules.

Target 2 • Parent-friendly measures

Efforts to facilitate access to nurseries continue and measures in favour of one-parent families are under study. Interviews prior to and following periods of maternity and parental leave are now systematic, to facilitate the return to work.



PILLAR 2 • Including gender issues in the scientific and partnership strategy

Women play a vital role in agriculture and development worldwide. Integrating gender aspects (gender-based distribution of roles, rationales, constraints, and access to and control over resources) into the organization's scientific and partnership strategy is now a priority. The aim is to produce data and analyses that will enable an understanding of gender relations in agriculture, and to promote women's contributions to research and development projects, as much as men's. Taking account of gender and intersectionality (which allows for heterogeneity by combining gender with other variables, such as age or social status) also serves to highlight the existence of inequality and the implications of development policies and programmes on the subject. Integrating gender is not just a matter of justice or ethics. Since gender-aware research generates more detailed, comprehensive knowledge of the issues CIRAD addresses, it boosts the relevance, quality and impact of our work.

Target 1 • Making gender-aware research more visible

CIRAD is providing its researchers with knowledge and tools to allow them to address gender issues in their research. As the assessment revealed that less than 1% of scientific output refers to gender, project databases, indicators and indexing have been adapted.

Target 2 • Integrating gender when responding to calls for tender

To guarantee the quality of our responses to calls for tender, tools, approaches and training in how to include gender aspects in projects are on offer.

Target 3 • A community of practice devoted to gender

Existing good practices within the organization in terms of gender-related questioning, data collection and analysis are being identified, assessed, and disseminated to researchers. Pilot projects are under way and a grid is being built to reflect the various ways in which gender is addressed in research activities.

Objectif 4 • A sustainable scientific strategy in terms of gender

Gender is an integral part of scientific programming and operations centring on our key thematic fields and value chains. A committee has been set up and tools for monitoring this strategy are being developed.

Target 5 • Promoting female researchers

Specific measures are being developed and implemented to remedy the under-representation of women in project governance and PhD supervision roles.

Target 6 • A guide to good practice in terms of addressing gender within intercultural contexts

A map has been developed of the sociocultural contexts and issues relating to gender relations in the regions in which CIRAD works. Participatory workshops (role play, forum theatre) have been organized around case studies, in order to draft recommendations. A guide to good practice is being compiled for distribution to CIRAD staff members. It addresses gender within intercultural contexts and sets out principles of action.

Target 7 • Gender: a dimension of our partnership strategy

Gender equality is one of the guiding principles applicable to partnerships. References to gender equality have been added to the various agreements and contracts that govern our partnership operations (framework agreements, hosting agreements, platform in partnership agreements, etc.).



PILLAR 3 • Promoting CIRAD's work on gender equality issues

CIRAD's external communication strategy reflects the fact that gender equality is now at the top of its agenda. It also acts as a driver to inspire its various scientific and development partners, donors and line ministries.

Target 1 • Promoting CIRAD's gender strategy outside the organization

Gender equality is an integral part of CIRAD's identity and is promoted among our partners, donors, and job and training candidates. Communication opportunities have been identified (International Women's Day, Women and Girls in Science Day) and are marked with appropriate communication operations and tools, depending on the intended targets.

Target 2 • Gender strategy as an advocacy tool

Within French, European and international networks, CIRAD is contributing to the discussion on gender equality and the inclusion of gender issues in research operations.

Key indicators

- Number and % of women in the various representative and decision-making bodies
- Number and % of men and women in managerial positions
- Number of men and women recruited in each profession
- Number of promotions according to gender and profession
- Monitoring of part-time work according to time worked, gender, age and professional category
- Monitoring of geographical mobility according to gender, category and location
- Average monthly wage according to gender, professional category and salary category/grade
- Number of publications and projects that refer to gender in institutional databases
- Number and % of men and women responsible for project governance and PhD supervision.



Gender-SMART aims to promote and bring about structural change to improve gender equality. It is coordinated by CIRAD and has nine European partners.

Seven partner institutions are drafting and implementing action plans for gender equality:

- ANR (National Research Agency – France)
- CICYTEX (Science and Technology Research Institute of Extremadura – Spain)
- CIHEAM-BARI (Mediterranean Agronomic Institute of Bari – Italy)
- CIRAD (Agricultural Research Centre for International Development – France)
- CUT (Cyprus University of Technology – Cyprus)
- Teagasc (Agriculture And Food Development Authority – Ireland)
- WUR (Wageningen University and Research –Netherlands).

Two technical partners with expertise in gender issues and managing institutional change are involved:

- ISAS, Institute of Sociology, Czech Academy of Sciences (Czech Republic)
- Yellow Window (Belgium)].



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